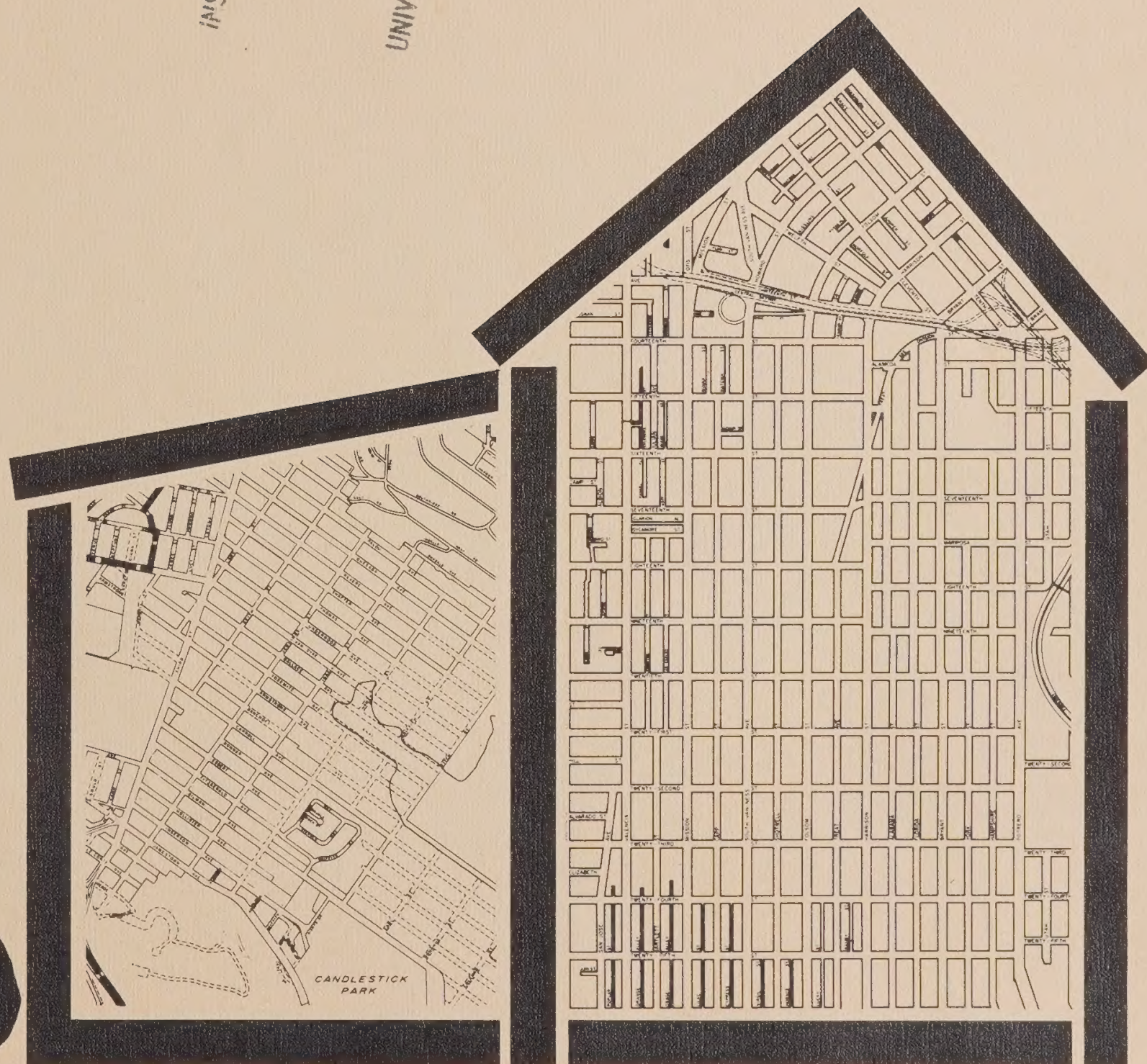


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San Francisco Model Cities Program

Office of the Mayor
1971 - October 1975

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Approved: Board of Supervisors; Honorable Dianne Feinstein, President

San Francisco Model Cities Program

... what will tomorrow bring?



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Background



By the mid-1960's, problems of poverty amongst minorities in the nation's cities had reached crisis proportions. In response, the Congress passed legislation in November, 1966, launching a demonstration effort known as the Model Cities Program. Innovative in thrust, and comprehensive in scope, the Model Cities Program was designed to encourage participating cities to develop a concerted attack on social and economic problems as well as physical decay. Accordingly, it required the coordinated efforts of all relevant agencies. It also emphasized the need for "meaningful citizen participation." The Department of Housing and Urban Development (HUD), was named as the administering agency.

In essence, eligible cities were to receive one-year planning grants with which to prepare comprehensive plans to "improve the quality of life" in their Model Neighborhoods. Both implementation and on-going planning would occur over a five-year demonstration period. During that time, funding would be available through appropriate Federal categorical aid programs and supplemental Model Cities grants.

The planning year was not an easy one for Model Cities. The entire planning process had to involve all relevant city and state departments, the local C.A.A., and the private sector. It had to be administered by a public body, termed the City Demonstration Agency (C.D.A.), which would be responsible directly to the Mayor or City Manager. The C.D.A., "as a general rule, could not be a special purpose agency with an independent governing board," lacking representation of major relevant agencies. At the same time, without defining how, HUD required that residents of the Model Neighborhoods play a meaningful role throughout the planning period and implementation of the proposed projects.

The City of San Francisco started its planning year for the Model Cities Program in 1970 and the first project was funded from categorical grant money in 1971. The ensuing program years were ones involving a great deal of reorganizing and restructuring because of the novelty of the Model Cities Program. In 1974, the concept of categorical funding for Model Cities was replaced by the Block Grant concept which gave more discretion to local government in determining how Federal dollars were to be spent. In San Francisco, the continuation of the Model Cities Program as presently structured has only been guaranteed until December 31, 1976.



Administrative Structure

Mayor

The Mayor is responsible for assuring that the Model Cities Comprehensive Development Plan is properly and effectively administered.

Model Neighborhood Council

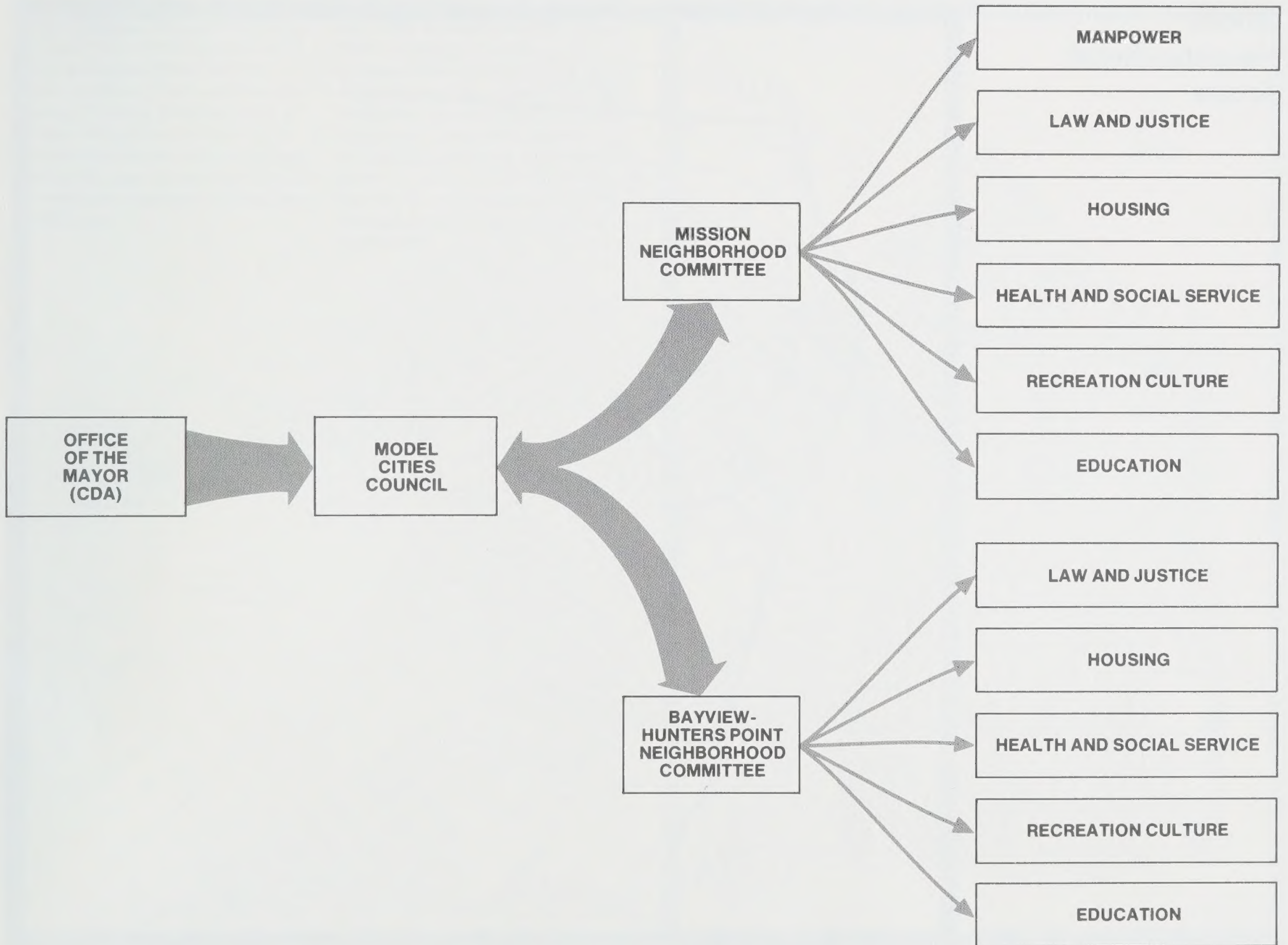
The Model Neighborhood Council provides guidance and direction to the Model Cities Program in the Bayview-Hunters Point and Mission Model Neighborhood Areas pursuant to the Comprehensive Development Plan.

City Demonstration Agency

For the purpose of meeting the requirements of the Demonstration Cities and Metropolitan Development Act of 1966, the City Demonstration Agency is the office of the Mayor. The Mayor is responsible for the day to day operation and Administration of the Model Cities Program, pursuant to the Comprehensive Development Plan. The Mayor's Office provides staff assistance to the Model Neighborhood Council, as required.

Model Neighborhood Committees

The Model Neighborhood Committees and the Citizens Participation component are responsible for assuring that the residents of each Model Neighborhood Area are kept informed on activities affecting the neighborhoods. In addition, the Model Neighborhood Committees advises the Model Neighborhood Council on issues that effect the Model Cities Program in the Bayview-Hunters Point and Mission Model Neighborhood Areas.



Model
Neighborhood
Areas

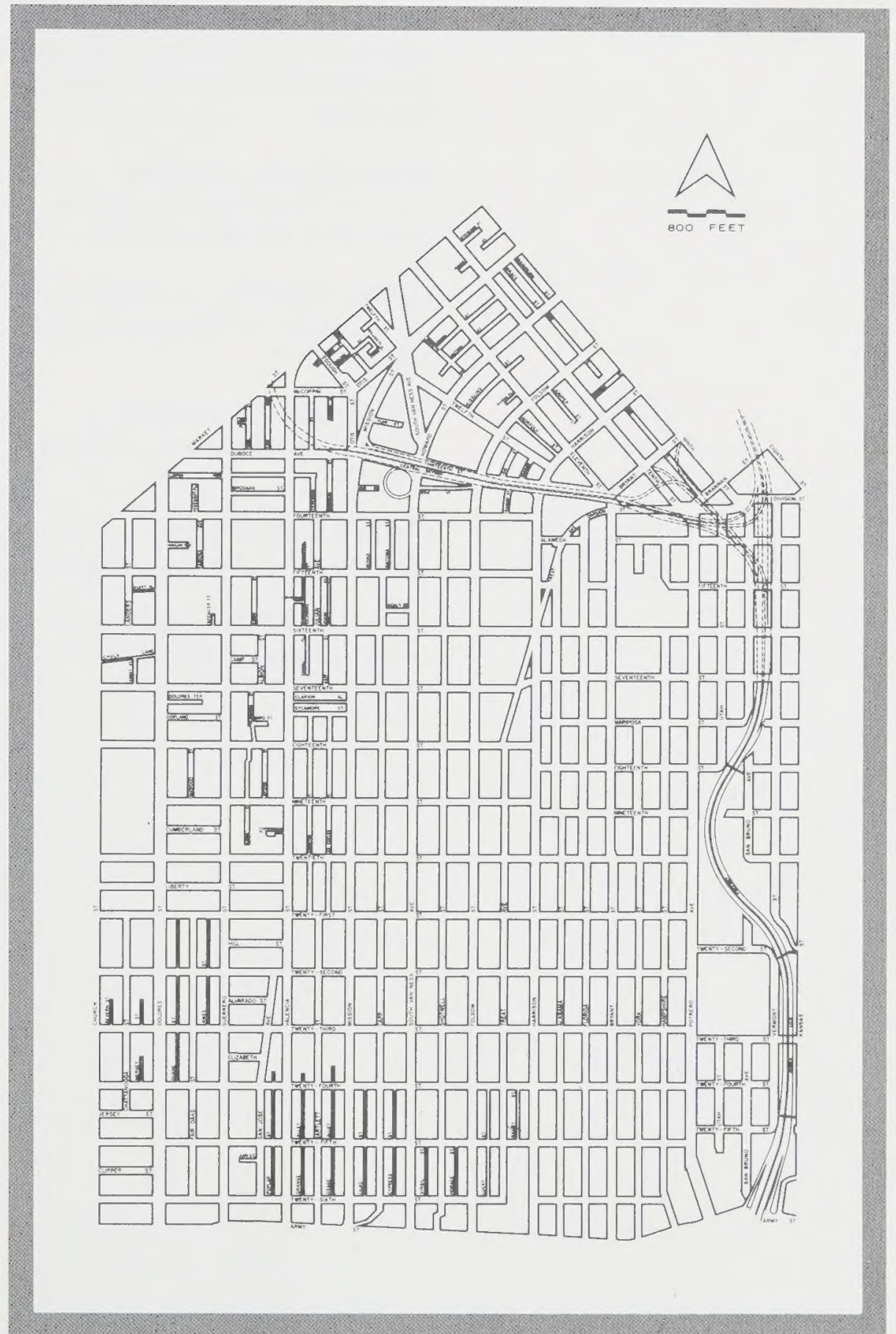


BAYVIEW-HUNTERS POINT

There are two Model Neighborhood Areas, (Bayview-Hunters Point and Mission). Over 50,000 people live in Bayview-Hunters Point; 90% of which are Black. The remaining are Asians, Filipinos, Samoans, and Whites. Thirty-three percent of the families have annual incomes of less than \$5,000/year. In addition, 18% of the residents have incomes less than \$3,000/year.

Over 51,000 people live in the Mission; 45% of which are Latin. Since 1950, the Mission district has experienced a large influx of immigrants from Latin America. Such residents now comprise nearly half the district's population and contribute significantly to the cultural diversity. Thirty-two percent of the families living in the Mission MNA have annual incomes of less than \$5,000/year.

MISSION



Long Range Goals

REFORM . . . of the administrative systems of local, state, and Federal governments to better respond to urban needs.

INSTITUTIONAL CHANGE . . . creation of a willingness to try new approaches to solving problems.

LOCAL CONTROL . . . of federally financed programs through planning and operations.

COOPERATIVE PLANNING . . . among private and public organizations.

CITIZEN INVOLVEMENT . . . in local planning and execution of projects.

ESTABLISHMENT . . . of the local government in a viable decision-making role in solving urban problems.

Projects



Bayview Hunters Point College

Operating Agency: Bayview Hunters Point College, Inc.

HUD Funds: \$207,006

Long Range Goal: Increase the number of BV-HP MNA residents attending colleges and universities.

The BV-HP College funded in June 1972, is a satellite instructional center of San Francisco City College serving the adult community of the MNA by offering basic accredited college courses and indepth accredited courses preparatory to matriculation of a four-year degree granting institution.

During the four years of operation, the College has enrolled approximately 3,000 residents; forty-five percent of which completed necessary courses and matriculated on to other colleges and universities.

The College is becoming further established in its own identity as a credit-granting college.

Bayview-Hunters Point College
 Bayview-Hunters Point Youth Park
 Career Opportunities Program
 (C.O.P.)
 Growth & Development Center
 Mission Education Project
 Mission Reading & Diagnostic Clinic
 Bayview-Hunters Point Facilities
 (Research Project)



Bayview Hunters Point Youth Park Foundation

Operating Agency: Bayview Hunters Point Youth Park Foundation

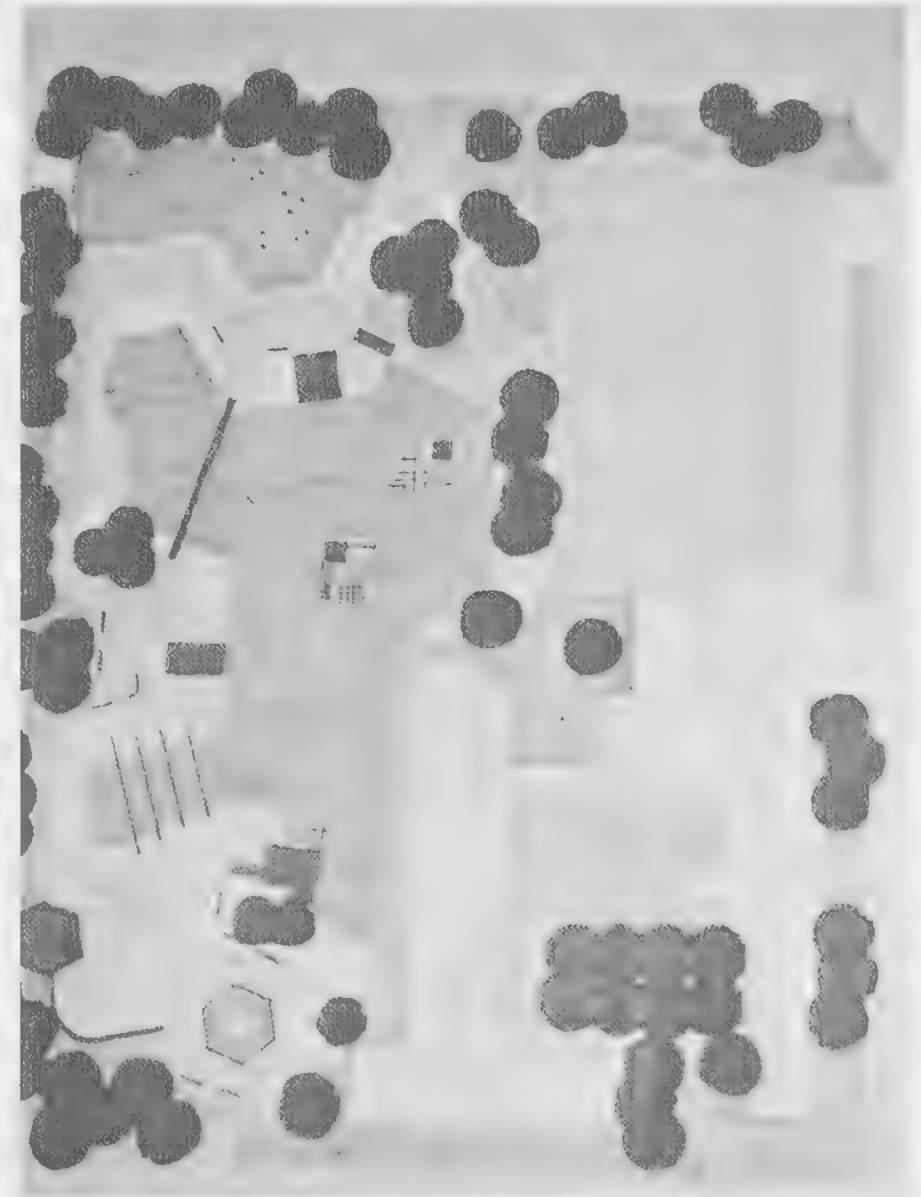
HUD Funds: \$179,129

Long Range Goal: Create a recreational, educational park where children can play in safety and further, be provided with activities to awaken their motivation for accomplishments.

The Bayview-Hunters Point Youth Park project was funded in December, 1972, for the purpose of constructing a recreational-educational park for thousands of young people living in the MNA.

The Park, located on two acres of land in the heart of Bayview-Hunters Point, will not be a park in the common sense of the word. It will be an exciting incentive concept using new educational and recreational techniques.

Ground breaking ceremonies were held in June, 1975, and construction of the Park was scheduled to begin in August, 1975. However, because bids submitted for construction exceeded the projected cost, the project will have to go through the bidding process one more time. If all goes well, construction should begin sometime in December, 1975, or early January, 1976.



Career Opportunities Program (C.O.P.)

Operating Agency: San Francisco Unified School District

HUD Funds: \$177,934

Long Range Goal: Recruit and train para-professionals from both Model Neighborhoods to become full fledged teachers, and improve the education of low-income children.

The Career Opportunities Program, implemented in 1971, is part of a nation-wide training model to improve the learning capabilities of low-income children by recruiting and placing adult minorities in para-professional positions in schools located in both Model Neighborhoods.

The para-professionals are provided with educational opportunities which allow them to move up the career ladder within the school system.

Model Cities is extremely proud of the success story of C.O.P. Eighty percent of the adult residents who have completed the program are full fledged teachers working in schools located in the Model Neighborhoods.

Test scores of children who attend schools located in the Model Neighborhoods are higher as a direct result of the existence of the Career Opportunities Program.



Growth and Development Center

Operating Agency: Christian Welfare Society, Inc.

HUD Funds: \$158,215

Long Range Goal: Prepare mentally handicapped children for special education classes within the public school system or more advanced special education schools.

The Growth and Development Center was established in 1969, to help mentally handicapped children in Bayview-Hunters Point to gain the fundamentals of education and deal with people. In 1971, the City Demonstration Agency, along with the Department of Social Services, became the funding source. Because of the nature of the project, Growth and Development was eligible to apply for additional funds from the State Department of Education (SDE). In July, 1974, Growth and Development was awarded a grant totalling \$18,247.

The Center has three classrooms providing different levels of instruction to 50 mentally handicapped children based on their abilities. Students participating in the first level are taught basic things: How to tie their shoes, the alphabet, eating skills, the origin of foods, and basic hygiene. Children who are enrolled in the second level are taught the three basic R's (i.e., reading, riting, rithmatic) plus conversation and art. The final level stresses more academic instructions because these children are being prepared to enter public schools or more advanced special education schools.



Mission Education Project

Operating Agency: Mission Education Project Inc. and San Francisco Unified School District

HUD Funds: \$1,238,702

Long Range Goals: Change educational methods, materials, and curriculas in elementary schools located in the Mission MNA. Increase the number of Mission MNA residents employed in the public school system.

Mission Education Project was conceived in 1970, to address itself to the educational needs of the children enrolled in public schools located in the Inner Mission.

The project serves diverse groups with the MNA Area; students from designated public schools; parents; teachers; administrators, and para-professionals.

The Tutorial program provides, through coordination with the Office of Resource Development and the Divisional Office, services to those schools that have the greatest needs based on yearly needs assessments.

Work Study provides job opportunities for students enrolled at San Francisco City College and San Francisco State University. The students are assigned to work in the Tutorial program whenever practical.

The Equipment and Cultural Center provides learning equipment, cultural artifacts and other materials to schools located in the Mission.



Mission Reading and Diagnostic Clinic

Operating Agency: Mission Reading Clinic, Inc.

HUD Funds: \$462,255

Long Range Goal: Increase the reading and language skills of students enrolled in non-public schools in the Mission.

The Mission Reading Clinic, funded in 1971, was organized to meet specific educational needs of children in the Mission MNA. The Clinic assists students to overcome reading disabilities and handicaps, and to realize their full academic potential through the process of individualized instruction.

Sixty-eight percent to seventy-five percent of the students enrolled in the program over the years completed the program with remarkable improvements in reading and language skills.

Parent involvement in the program is encouraged through monthly meetings of the Parents Advisory Committees which enables them to participate in policy-making decisions for the Clinic. Parent/Teachers meetings are also held on a monthly basis to keep the parents informed of their childrens progress.



Bayview-Hunters Point Neighborhood Facilities (Research Project)

Operating Agency: Hunters' Point Neighborhood Facilities, Inc.

HUD Funds: \$21,596 (six months)

Long Range Goal: Research the feasibility of establishing educational, cultural, and recreational facilities in Bayview-Hunters Point.

The Research Project was funded by CDA in May, 1975, to conduct a research study to determine the most effective utilization of the existing Neighborhood Facility (Property of the City and County of San Francisco), and other facilities in Bayview-Hunters Point. The study should be completed by the end of the year.



Health & Social Services

Ambulatory Health Care Facility

Emergency Medical Services for
Drug Overdose Victims

Food Supplement

Mission Childcare



Ambulatory Health Care Facility

Operating Agency: Ambulatory Health Care Facility, Inc.

HUD Funds: \$1,239,451

Long Range Goal: Develop a comprehensive health care service system to adequately meet the needs of MNA residents, and upgrade health standards in the MNA.

Ambulatory Health Care Facility (AHCF), was funded in part by the CDA in July 1972, for the purpose of constructing a comprehensive health center in Bayview-Hunters Point. The health center when completed, will provide a wide range of medical and dental services to residents.

The project is on schedule for construction to commence March 1, 1976.

The Home/Health Care Project, which is a component of A.H.C.F., provides home care, and medical transportation services to BV-HP MNA residents. Thousands of residents have benefited from the services over the past four years.



Emergency Medical Services for Drug Overdose Victims

| | |
|--------------------------|---|
| Operating Agency: | Centro de Cambio |
| HUD Funds: | \$10,500 |
| Long Range Goal: | Reduce the number of overdose victims in the Mission MNA. |

In conjunction with St. Lukes Hospital, the Emergency Medical Services project partially funded by Model Cities in January, 1975, provides emergency treatment services to drug overdose victims on a 24 hours, seven-days-a-week basis. St. Lukes Hospital, located in the Mission Model Neighborhood Area, provides services to low-income victims at no cost. Once a victim is treated and released, continuous follow-up services are provided by counselors.

The uniqueness of this project is that the treatment of victims is kept confidential and no arrests are made.

Food Supplement

Operating Agency: San Francisco Welfare Rights Council, Inc.

HUD Funds: \$427,398

Long Range Goal: Improve the nutrition of young infants, children 1-5 years of age, and pregnant, nursing and post partum mothers.

The Food Supplement Project funded in September, 1971, provides supplemental nutritional food packages, information and referral services to low-income residents. Special classes in supplemental foods and preparation of nutritional meals are offered. Delivery services are provided to clients who are unable to pick-up their packages on distribution days.

In conjunction with another federally funded food program operating in Bayview-Hunters Point, Food Supplement has supplied approximately 17,000 poor residents with nutritional food packages.



Mission Childcare

Operating Agency: Mission Childcare Consortium, Inc.

HUD Funds: \$423,488

Long Range Goal: Provide a wide-range of childcare services to residents of the Mission MNA.

The Mission Childcare Consortium was established in 1971, to provide a network of daycare services to residents of the Mission District. Originally, the program was funded by Model Cities and the Department of Social Services. In July, 1974, the State Department of Education became the major funding source with Model Cities and the Department of Social Services becoming secondary funding sources.

Currently, the Consortium serves approximately 230 children in eight centers. Each center specializes in a different area of child development.

This project is the only one which provides comprehensive day care services in the area.



Bayview-Hunters Point Housing Assistance

Operating Agency: Bayview-Hunters Point Non-Profit Community Development Corporation

HUD Funds: \$1,114,028

Long Range Goal: Reduce housing shortage and increase home-ownership in the MNA.

The Bayview-Hunters Point Housing Assistance project was funded by the CDA in 1972, in response to the complex housing problems faced by the residents of the MNA.

The project is divided into four component parts to assure that adequate housing services are provided to the residents. Down-payment Assistance and Home Improvement/Rehabilitation provides MNA residents with funds and technical advice for home purchases and improvements. Supportive Services is a dissemination unit, intended to inform MNA residents of the availability and nature of assistance programs and to promote the involvement of MNA contractors in MNA construction, and the Legal Assistance component helps residents with housing related issues, particularly with regard to fair housing laws.

The January 1973 moratorium on federally funded subsidy housing caused the project to go through some difficulties in carrying out some of its objectives. However, it did manage to provide needed housing services to hundreds of families in the MNA.

Bayview-Hunters Point Housing Assistance

Bayview-Hunters Point Joint Housing

Mission Housing Development Corporation



Bayview-Hunters Point Joint Housing

Operating Agency: Bayview-Hunters Point Joint Housing Committee

HUD Funds: \$184,934

Long Range Goal: Improve the quality of life in the Bayview-Hunters Point Model Neighborhood Area.

Bayview-Hunters Point Joint Housing Committee was funded by Model Cities in 1972, with the aim of coordinating and providing a liaison between city agencies and community residents. The dedicated staff of the project have been extremely successful in bringing about community awareness and changes in Bayview-Hunters Point.

The project initiated a new approach to planning and programming which emphasize a more effective relationship between community policy and public action.



Mission Housing Development Corporation

Operating Agency: Mission Housing Development Corporation, Inc.

HUD Funds: \$1,920,719

Long Range Goal: Increase the number of well-maintained housing in the Mission Model Neighborhood Area among those with low and moderate incomes. To assist low and moderate income families to purchase homes.

In September, 1971, the Mission Housing Development Corporation (M.H.D.C.) began its operations. Grants, loans, full grant/loan rehabilitation, relocation services, technical assistance services have been provided to Mission MNA residents.

Through the Homeownership Program, which works in conjunction with saving and loan institutions, down-payment loans and rehabilitation loans have been granted to residents.

MHDC, among its other accomplishments during the past four years, is also responsible for the construction of several low-moderate income housing units in the Mission.



LAW & JUSTICE

Bayview-Hunters Point Community
Defender

Mission Community Legal Defense

Crime in both Model Neighborhoods is high in comparison to other neighborhoods in San Francisco. Drug related crimes are even higher.

Of the 20,000 known heroin addicts in San Francisco, 4,500 reside in Bayview-Hunters Point.

In the Mission, 90-95 percent of the crimes committed are drug related. The unemployed many times turn to drugs as a means of escape and become involved in criminal acts to support their drug habits.

Bayview-Hunters Point Community Defender

Operating Agency: Bayview-Hunters Point Foundation for Community Improvement

HUD Funds: \$821,006

Long Range Goal: Reduce the level of crime in the BV-HP MNA by providing adequate criminal legal services.

The Community Defender Project is a unique community law firm established in 1971, to assist adults with criminal legal problems in Bayview-Hunters Point.

The approach is to deal with the client's total problem, rather than to merely represent him in court. Clients not only receive expert legal representation, but are also assisted with family problems, employment problems and are provided with continuous follow-up counseling.

Approximately 2,640 clients were served during the past four years.



Mission Community Legal Defense

Operating Agency: Mission Community Legal Defense, Inc.

HUD Funds: \$153,370

Long Range Goal: Reduce the rate of recidivism among persons arrested in the Mission MNA.

Mission Community Legal Defense (MCLD) was conceived in 1973, in response to community concerns over the number of residents arrested and found guilty because of inadequate legal services provided to them by the San Francisco Public Defenders Office.

Approximately 640 residents of the Mission MNA have benefited from the services provided by Mission Community Legal Defense, which included court representation, research and investigation, follow-up counseling, and other direct supportive services.

A full range of counseling and referral services, as well as citizenship classes are also available to residents who are in need of welfare and/or immigration assistance.



MANPOWER/ ECONOMIC DEVELOPMENT

Mission Contractors Association
Mission Hiring Hall
Mission Language & Vocational
School
Referral and Follow-up
Operation Clean-up
Mission Economic Development

Mission Contractors Association

Operating Agency: Mission Contractors Association, Inc.

HUD Funds: \$521,224

Long Range Goal: Maintain and expand the economic and employment base of the community.

The Mission Contractors Association, Inc., established in November, 1971, has substantially reduced the factors which prevent the entrance and/or expansion of minority contractors participation in the mainstream of the construction industry. The project offers a wide range of services to its member contractors.

The Association, among all its other accomplishments, was involved in the remodeling of the University of California's Moffitt Hospital Neuro Special Care Unit, the construction of the West Portal School Addition (S.F.U.S.D.), and the Animal Hospital at the San Francisco Zoo.



Mission Hiring Hall

Operating Agency: Mission Hiring Hall, Inc.

HUD Funds: \$302,096

Long Range Goal: Reduce the incidence of unemployment and underemployment of residents caused by language barriers and discrimination.

The Mission Hiring Hall, funded in part by the CDA in August, 1971, serves as a registration center for the MNA unemployed where they can be identified and linked with jobs. Interviewers assist applicants in filling out applications for jobs, and refer them to Referral Workers who arrange job interviews.

Applicants not accepted are referred to the Referral and Follow-up Project for further screening and supportive services to make them employable.



MANPOWER/ ECONOMIC DEVELOPMENT

Mission Language & Vocational School

Operating Agency: Mission Language and Vocational School, Inc.

HUD Funds: \$963,576

Long Range Goal: Make employable MNA residents for whom language is a major barrier to employment.

The Mission Language and Vocational School (MLVS) established in August 1971, provides English language training to unemployed and underemployed Mission MNA residents who have language difficulties. Specific job vocabulary, mathematics, filling out forms, telephone etiquette, typing, and test taking are among the subjects taught.

Emphasis is placed on teaching students to speak and understand English using the audio lingual approach and other techniques to stimulate oral production of basic English. Advanced levels of reading and writing English are also part of the curricula.



Referral and Follow-Up

Operating Agency: O.B.E.C.A./Arriba Juntos

HUD Funds: \$407,459

Long Range Goal: Remove as many barriers to employment as possible to make MNA residents employable and help them remain employed after placement.

The Referral and Follow-up Project is one of three (3) components operating under the Mission Manpower Delivery System since August, 1971.

A wide-range of services are provided to applicants referred from Mission Hiring Hall. Services include: job counseling; housing; health; referrals to legal assistance programs, and language training under the Mission Language and Vocational School (MLVS). Once employed, clients receive follow-up counseling and supportive services for up to six (6) months to assist the employees in their efforts to maintain their jobs.



MANPOWER/ ECONOMIC DEVELOPMENT

Operation Clean-Up

Operating Agency: Bayview-Hunters Point
Non-Profit Community
Development Corpora-
tion

HUD Funds: \$144,334

Long Range Goal: Improve the appearance
of the residential areas
in the MNA.

Operation Clean-Up was funded in January, 1975, because of residents concern about the physical appearance and environmental conditions of their community.

The project recruits and employs unemployed MNA residents. Once hired, they receive weeks of training in the areas of landscaping and debris collection.



MANPOWER/ ECONOMIC DEVELOPMENT

Mission Economic Development

Operating Agency: Mission Economic Development Association

HUD Funds: \$15,000

Long Range Goal: Promote economic development and stem the tide of community deteriorations in the Mission MNA.

In the Mission area only a few of the Spanish-speaking owned and operated businesses have escaped the "Mom and Pop" level of operation. Most of the businesses are single proprietorships and partnerships. Capital is minimal and owners rely on unskilled workers. Bankruptcy and "out of business" signs are common year in and year out. Most owners lack formal business training, do not know how and where to acquire needed financing and do not know where to seek and receive free management and technical assistance services.

The Mission Economic Development Project was established in March, 1975, to address itself to the socio-economic needs of the residents who operate small businesses in the Mission MNA, and those residents who want to open businesses in the Mission.



RECREATION/ CULTURE

Mission Neighborhood Physical Development

Operating Agency: Mission Neighborhood Physical Development, Inc.

HUD Funds: \$181,656

Long Range Goal: Provide outdoor and indoor recreational activities to the youth of the Mission Model Neighborhood Area.

The Mission Neighborhood Physical Development (M.N.P.D.) Project was implemented in December, 1972. Through this project, thousands of youths who live in the Mission Area participate in recreational activities. Instructions are offered in karate, weight lifting, soccer, boxing, basketball, just to name a few. Over 1,000 teams have been organized which compete, on a regular basis, with outside teams and leagues. In addition to offering these regular activities, MNPB provides monthly championship events which enables the youths to measure their progress.

Mission Neighborhood Physical Development

Bayview-Hunters Point Youth Development



Bayview-Hunters Point Youth Development

Operating Agency: Young Community Developers, Inc.

HUD Funds: \$170,640

Long Range Goal: Actively involve the youth of the community in government processes through decision making, planning and operation of a comprehensive working project.

The Bayview-Hunters Point Youth Development Project, funded by the CDA in December, 1972, provides educational opportunities to interns employed in the project. The interns are assigned to work four hours a day in local governmental agencies, and the other four hours are spent attending college. The advantages of them working in these agencies are they acquire the ability to assess community problems, to develop the means for solving problems, and to utilize resources, public and private, to achieve lasting solutions.

Indirect services are provided to thousands of school age children in Bayview-Hunters Point continuously. During the Summer of 1975, the project sponsored a Free Food Program, and conducted tutorials and recreations programs for the youth.



Relocation

Operating Agency: Central Relocation Service San Francisco
Redevelopment Agency

HUD Funds: \$233,238

Long Range Goal: Provide adequate housing to displaced residents.

Central Relocation Services (C.R.S.), located in the San Francisco Redevelopment Agency, under the policy guidance of the Mayor's Office, administers and coordinates all relocation services to those families and individuals displaced as a result of Model Cities related activities.

In consideration of services rendered by C.R.S., Model Cities assumed the responsibility in 1973, for providing funds to cover the cost of relocation assistance payments in conformance with the Uniformed Relocation Assistance and Real Property Acquisition Policies Act of 1970.

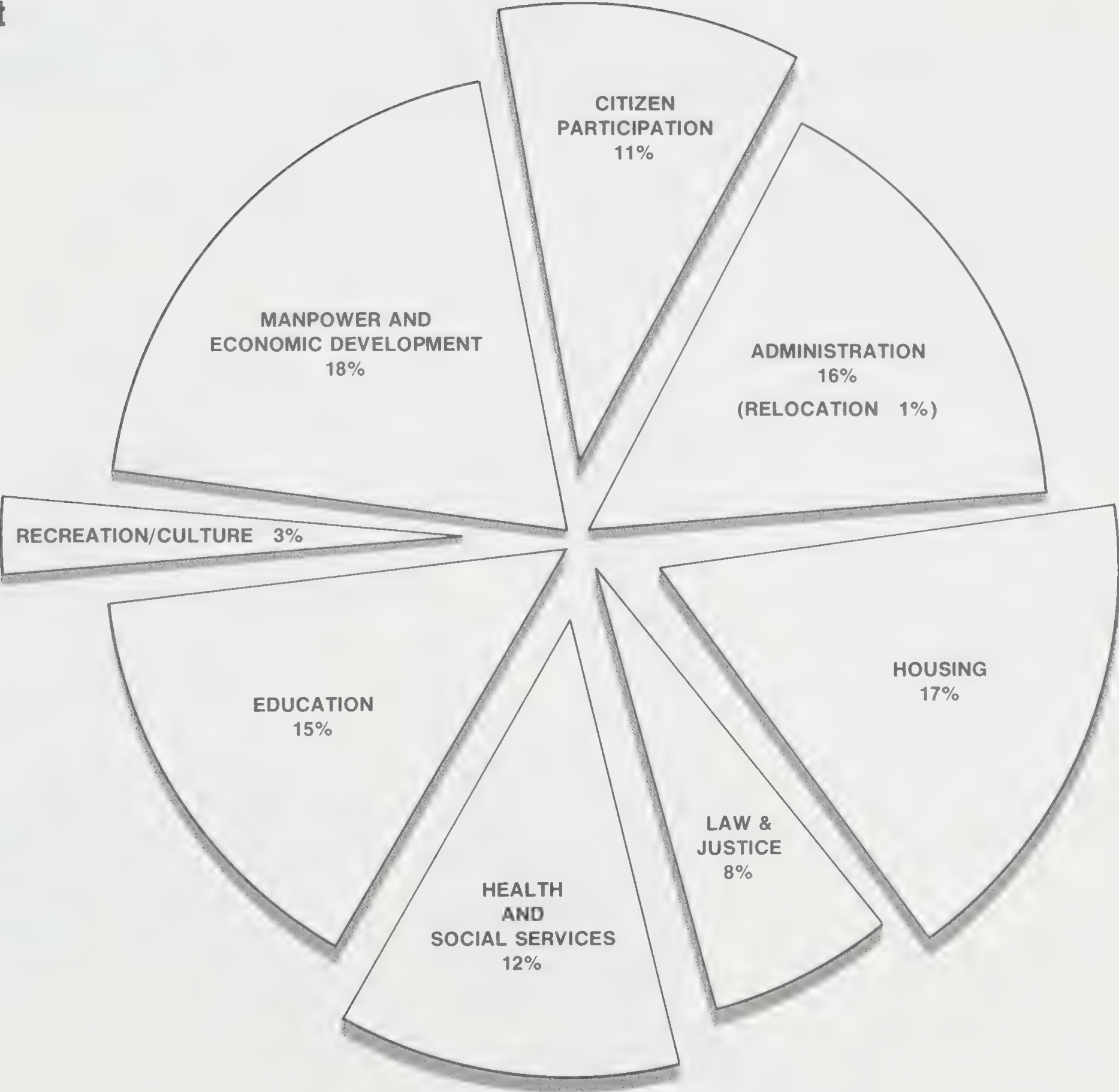


Projects Phased Out

| | |
|---|---|
| Camp Kima: Operating Agency: HUD Funds: | June 1972 — August 1972 Education Advocate Office, Inc. \$106,979 |
| Nutrition Enhancement: Operating Agencies: HUD Funds: | September, 1972 — June, 1973 S.F. Welfare Rights Council, Inc. Department of Social Services \$ 50,084 |
| Bayview-Hunters Point Education Advocate Office: Operating Agency: HUD Funds: | June, 1972 — June, 1974 Bayview-Hunters Point Education Advocate Office, Inc. \$466,096 |
| Bayview-Hunters Point Cultural Center: Operating Agency: HUD Funds: | June, 1971 — October 1973 South East Community Cultural Center, Inc. \$173,427 |
| Center for Manpower: Technical Careers: Revolving Loan Project: Operating Agency: HUD Funds: | December, 1971 — October, 1973 December, 1971 — September, 1973 May, 1972 — October, 1973 Southeast Community Development Corporation \$889,725 |
| Police Recruitment: Operating Agency: HUD Funds: | October, 1972 — May, 1973 San Francisco Police Department \$ 46,009 |
| Battered Child: Operating Agency: HUD Funds: | April, 1972 — August, 1972 Mission Childcare Consortium, Inc. \$ 11,170 |
| Manpower Skills Center: Operating Agency: HUD Funds: | February, 1973 — June, 1974 Apprenticeship Opportunities Foundation \$118,542 |
| Mission Consumer Advocate: Operating Agency: HUD Funds: | February 1973 — June, 1974 San Francisco Neighborhood Legal Assistance Foundation \$ 25,005 |
| Mission Legal Assistance: Operating Agency: HUD Funds: | October, 1971 — June, 1974 San Francisco Neighborhood Legal Assistance Foundation \$117,445 |
| Drug Therapy: Operating Agency: HUD Funds: | September, 1972 — June, 1974 Bayview-Hunters Point Foundation for Community Improvement \$ 84,153 |

Total Program Cost

1971 — 1975
\$18,955,460



Other Funding Sources

Model Cities projects and the CDA were successful in attracting grants from other Federal, State, and local agencies and private institutions:

- Chamber of Commerce/Economic Development Administration
- City College of San Francisco
- Department of Health, Education, and Welfare
- Department of Social Services
- Hearst Foundation
- Hill-Burton Foundation
- Levi-Strauss
- Mayor's Criminal Justice Council
- Mayor's Office of Manpower
- Open Space
- San Francisco Foundation
- San Francisco Police Department
- San Francisco Public Health Department
- San Francisco Unified School District
- State Department of Education
- United States Department of Agriculture
- Zellerbach Family Foundation

City Demonstration Agency Staff

WATTS, JOHN E., *DIRECTOR*

- AUTRY, Clevy
- BETHEL, Jesse
- BHAK, Allen
- BROWNLEE, Norma
- BRUCE, Mary
- CARPENTER, Kenneth
- CHAPA, Jose
- CHARLES, Linda
- COLE, Avis
- CURD, Pat
- DEL CARLO, Larry
- DONTON, James
- DUBENKO, Violet
- FREEMAN, Luther
- GEE, Wallace
- GLOVER, Danny
- GONZALEZ, Herman
- GRIFFIN, Michael
- HARRIS, John
- HARRIS, Nathaniel
- HENDERSON, Martha
- HIGH, Joanne
- HOGG, Richard
- JACKSON, Debbie
- KIM, John
- KOERITZ, Richard
- KUDELKA, Frank
- KULVIN-FRAHM, Nancy
- LEVINE, Jerry
- MAGBANUA, Joel
- MARSCHAK, Dorothy
- MARSHALL, James
- MARTINEZ, Emily
- MARTINEZ, Ophelia
- MEEK, Steve
- MARCARDO, Nemesio
- MILLER, Harriet
- MULKA, Art
- MULLANEY, Tom
- NAVARRO, Elba
- OTOVO, Benson
- PLATT, Doris
- RAEBURN, Susan
- RIZO, Solomon
- RUDELL, Alice
- SKJEI, Eric
- SMITH, Barbara
- VALLE-GOYCOCHEA, Esperanza
- VELA, Walter
- VICTORIA, Alicia
- VILLAZON, Martha
- YEE, Christine

Model Cities Council

PORTER, REVEREND PARREE, *CHAIRMAN*

- ALVIAR, Jean Rita
- FREEMAN, Bertha
- GREEN, Fred
- HERNANDEZ, Dorothea
- JAMES, Oscar
- JONES, Reverend Calvin
- SMOOKLER, Lorraine
- UBALDE, Reverend Anatalio C.
- LOPEZ, Roberto

Bayview-Hunters Point Neighborhood Committee

BEASLEY, JAMES, *CHAIRMAN*

- | | |
|-------------------|-------------------------|
| BEAN, Ella Mae | HAWKINS, James |
| CARR, John | HODGES, Bobby |
| CLARK, Joseph R. | JONES, Thais |
| COMMER, Julia | MORGAN, Eddie |
| CURRY, Moise | OTIS, Milton |
| FINLEY, Ellis H. | PHILLIPS, Reverend Eral |
| FRIERSON, Isola | RICHARDS, Lorenzo |
| GARLINGTON, Ethel | WEBSTER, Fred |
| GREEN, Curtis | WILLIAMS, Dolores |
| | TYNER, Nate |

Mission Neighborhood Committee

GUTIERREZ, CRUZ, *CHAIRMAN*

- | | |
|--------------------|--------------------|
| AYALA, Dolores | ROURE, Pablo |
| ELVIR, Cesar A. | ROSS, Earl |
| ESCOBAR, Gloria | SANCHEZ, Alvaro |
| GOMEZ, Vivencio | TACATA, Florence |
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Model Cities has had a dramatic effect upon the citizens in both Model Neighborhoods and throughout San Francisco over the past four years.

... what will tomorrow bring?

The City Demonstration Agency doesn't have the answer to this question, in view of the fact that the LIFE of the Program, as presently structured, will end December 31, 1976. Nevertheless, the CDA is determined to continue providing quality services to the thousands of poor citizens during the next twelve months of operation.



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